



Army OneSource Best Practices of Community and Military Partnerships

Ms. Shaunya M. Murrill
Chief, Outreach and Strategic Integration
IMCOM, G9, Army Family Programs Directorate

Our mission is to synchronize, integrate, and deliver installation services and sustain facilities in support of Senior Commanders in order to enable a ready and resilient Army.

We are the Army's Home



Army OneSource Topics of Discussion



- DoDI 1342.22: Military Family Readiness
- Army OneSource Initiative
- AOS-OSD Collaboration
- AOS State Alliance Development Model
- Army OneSource : The Source for Data
- Alliance Members and Engagement
- Army OneSource Objectives and Outcomes
- Army OneSource Behavioral Health Campaign
- Army OneSource Legal Campaign
- Questions



Background / Facts - Governing Authorities



DoDI 1342.22: Military Family Readiness

10 USC 1056: Relocation Assistance

Program

Army Reserve Family Readiness Strategy

Plan: 2010-2015

AR 608-1: Army Community Service

DoDI 1015.10 Enclosure 5, para 2j (1)



DoDI 1342.22 Delivery Must



Haves

Army OneSource (AOS) specifically meets directives outlined in DoDI 1342.22, Enclosure 3, for Secretaries of the Military Departments:

4a(3) "Family readiness service providers shall conduct regular **outreach** to command representatives, family readiness unit liaisons, Service members and their families, and **civilian service providers** to:

(a) Maximize opportunities to work with the command to **regularly share official family readiness information** (e.g., program and event schedules; family readiness points of contact; location and availability of services) with military families.

(b) **Promote awareness** of family readiness services and encourage proactive engagement with the FRS by family readiness unit liaisons, Service members, family members, and civilian service providers.

(c) Enhance individuals' **ability to easily navigate** among the various access points⁴ within the FRS.

*FRS: family readiness system



AOS Component Delivery for

DoDI 1342.22



- **Web Systems** - information portal, modules, reports and mobile support applications

“Service delivery shall accommodate **an array** of service modalities, **effectively using technology to improve the capacity** of the FRS to provide Service members and their families with **easy and rapid access to high-quality information and resources**, where they reside.” (DoDI 1342.22, Enclosure 3, para 4a(5))
- **Outreach Services** - community mobilization and partnership development

“Service delivery shall optimize military-civilian, inter-department and interagency **partnership opportunities** to:

 - (a) **Augment services**, as appropriate.
 - (b) Provide family readiness services to **geographically-dispersed and socially-isolated** Service members and their families.



Army OneSource Initiative



Three ways to access services:



Traditional brick and mortar establishments on installations

AOS is a comprehensive multi-component approach to community support and service delivery for geographically dispersed Service members and their Families.



MyArmyOneSource.com web-based portal



Community partners and other government organizations



Army OneSource Initiative



Mission Statement:

Standardize the services and delivery of support to Soldiers and their Families regardless of their component or location.

Vision Statement:

The single gateway to credible information, programs, services and opportunities available for the entire Army Family, regardless of user affiliation or location.

- Originally developed by FMWRC - validated to the Chief of Staff level
- Secretary of the Army initiative managed by the Family Programs Directorate
- Focus on support to the Army Family, especially those identified within the Soldier Family Action Plan (SFAP) and the Army Family Covenant
- Standardizes information and support delivery
- Three primary access points: 1) on-post, 2) web-portal and 3) community partnerships
- Two major components: *Community Outreach and Technology*
 - Four focus areas – behavioral health, faith, legal and financial
 - The AOS portal - located at www.myarmyonesource.com - compiles important, credible and up-to-date information in a single location



The Case for Collaborative Opportunities



Civilian Sector Realities:

- All branches are less likely than ever to be installation based centric – geographically dispersed is the norm
- Readiness and Resiliency require both broader and deeper support services in Behavioral Health, Finance, Legal and Faith
- Constricting resources will create more limitations on military's ability to respond
- Civilian systems are eager to respond, recognize that they will share in costs and consequences; have unclear pathway

What AOS brings:

- ~~entity~~ Existing high-level civilian relationships
- Attention & Support of Professionals in Disciplines key for readiness/resiliency
- Data-driven planning tools & processes for civilian/military partnerships
- Expert staff



State Alliance Development



The Community Support Coordinators conduct research about the state and local needs of Service members and their Families in preparation for interviews with senior leadership. A few of the topics covered during their interview are:

- Demographics
- Needs of Service members and Families
- Deployment Cycle
- Scope of the need
- State Trends





AOS Resource Center



- Facilitates community-driven support to Veterans, Service members and their Families.
 - Data mapping
 - Webinars & Continuing Education
 - Promising Practices & What Works
 - Marketing Materials
- Audience
 - AOS alliance members
 - Key military groups
 - State and federal agencies, associations
 - Non-profit organizations
 - National partners

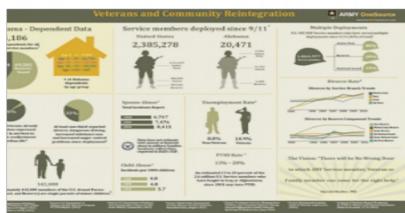




Army OneSource Data



<http://www-aosresourcecenter.com/map>



How data visualization tools promote effective policy-making

Data help us understand the whole, making it easier to see the need for and interconnectedness of systems of care and service delivery networks

a visualization tools are critical, neutral evidence for policy formation

a visualization tools motivate policy-makers and program leaders to ask questions that are critical to assessing their own system needs, constraints, and opportunities

Dialogue focused on local population needs helps align efforts and resources for targeted, integrated interventions

a that is easy to understand allows planners to prioritize population need; investigate and adapt evidence-based practices to meet needs, and establish evidence-based public health policy

a visualization tools motivate state and local planners to discuss, identify and adapt evidence-based practices to their own specific cultural, and community norms

a makes it easier to prioritize and direct collaborative efforts

a visualization tools help policy-makers track performance measures, assessing the impacts of coordinated, integrated interventions.

How data visualization tools promote effective policy-making

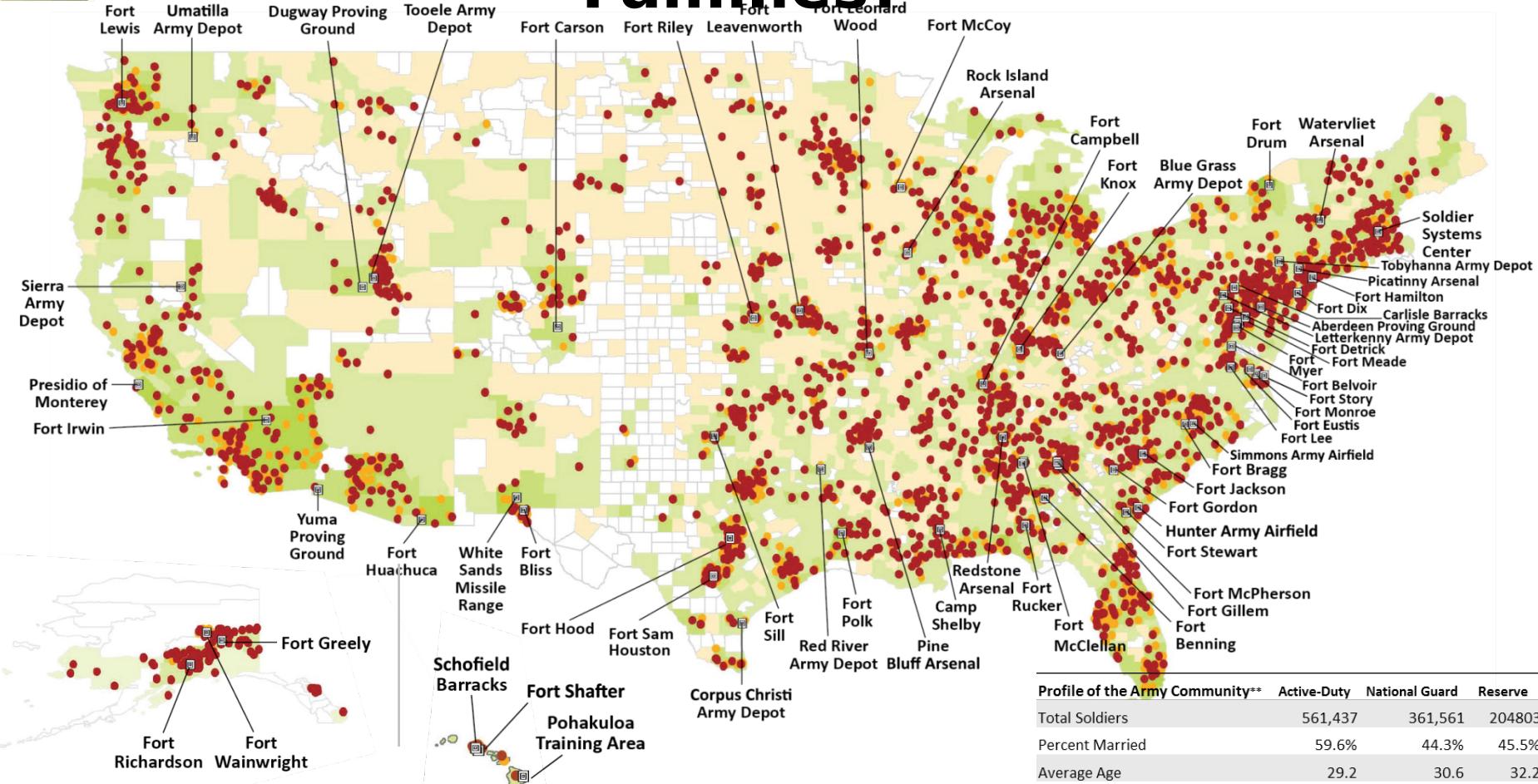
- ✓ Data help us understand the whole, making it easier to see the need for and interconnectedness of systems of care and service delivery networks
- ✓ Data visualization tools are critical, neutral evidence for policy formation
- ✓ Data visualization tools motivate

policy-makers and program leaders to ask questions that are critical to assessing their own system needs, constraints, and opportunities

- ✓ Dialogue focused on local population needs helps align efforts and resources for targeted, integrated interventions.
- ✓ Data that is easy to understand allows planners to prioritize population need; investigate and adapt evidence-based practices to meet need, and establish evidence-based public health policy
- ✓ Data visualization tools motivate state and local planners to discuss, identify and adapt evidence-based practices to their own specific cultural, and community norms
- ✓ Data makes it easier to prioritize and direct collaborative efforts
- ✓ Data visualization tools help policy-makers track performance measures, assessing the impacts of coordinated, integrated interventions.



Where are the Army Families?



Active-Duty Families*

- = No Dependents
- = <100 Dependents
- = 100 - 1,000 Dependents
- = 1,000 - 10,000 Dependents
- = >10,000 Dependents

Reserve Component Families*

- = 10 - 199 NG/Reserve
- = 200 Dependents
- = 200 National Guard Dependents
- = 200 Reserve Dependents

* Source: U.S. Department of Defense, Department of Manpower Data Center; Dependent Data as of 31 May 2013

= United States Army Posts

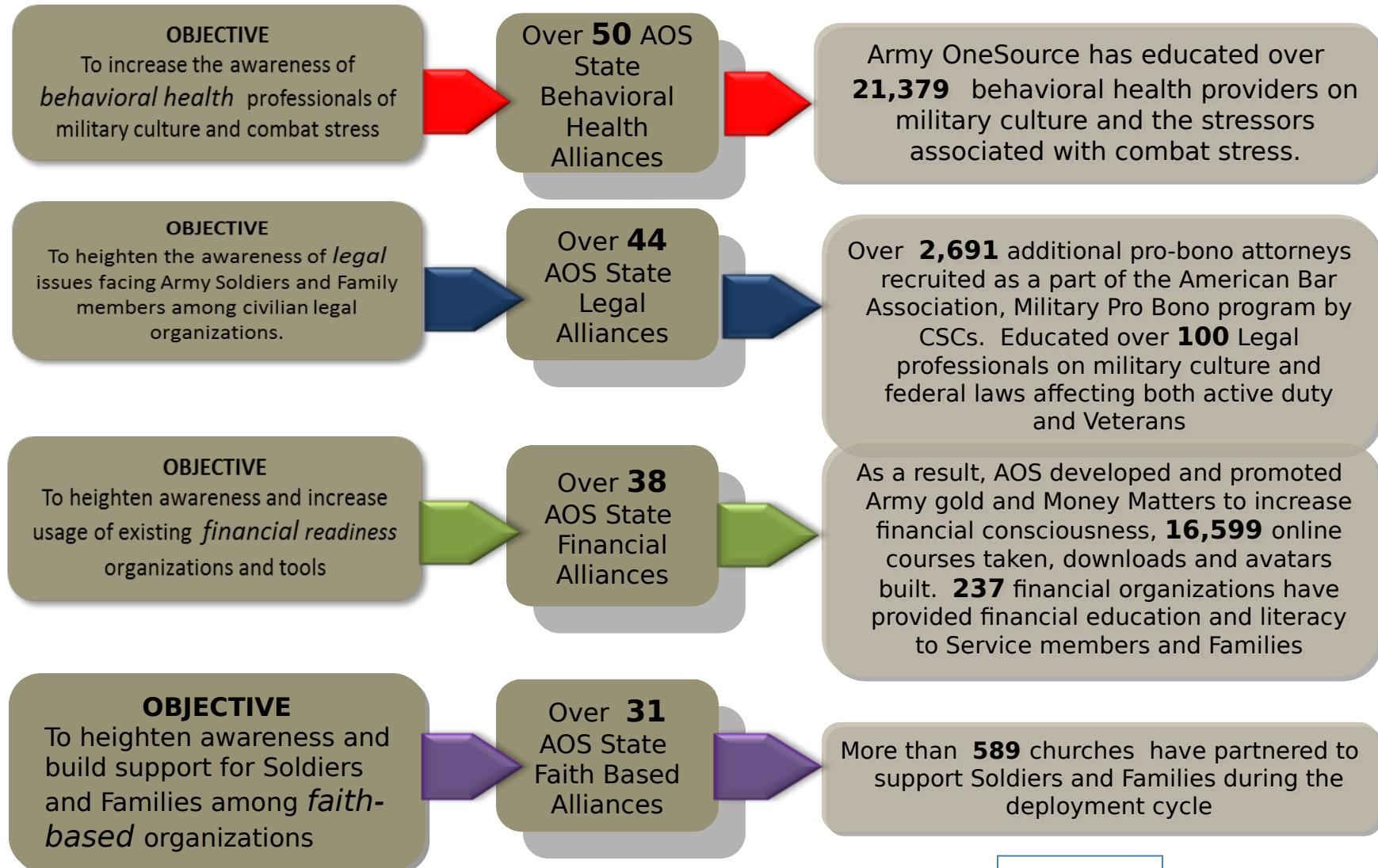
12

Profile of the Army Community**	Active-Duty	National Guard	Reserve
Total Soldiers	561,437	361,561	204803
Percent Married	59.6%	44.3%	45.5%
Average Age	29.2	30.6	32.2
% Enlisted Soldiers < 26 years old	45.6%	44.1%	39.8%
Percent with Children	49.9%	42.4%	41.1%
Single Parents	6.7%	9.9%	9.9%
Number of Spouses	315559	165856	91418
Dual Military Couples	11.0%	0.0%	3.9%
Number of Army Children	577287	311875	167805
Percent of Children 5 or younger	41%	30.8%	27.2%

**Source: Office of the Deputy Under Secretary of Defense (Military Community and Family Policy); 2011 Demographics Profile of the Military Community



Army OneSource Objectives and Outcomes





Snap shot of Alliance Members and Engagement

	Representative Organizations/Departments	Level of Representation	Number Engaged Nationally
State Behavioral Health Agencies			
	Department of Health and Human Services	Director/Deputy Director	19
	State Department of Veteran Affairs	Director/Commissioner	112
	State Department of Social Services	Director/Program Manager	25
	State Department of Mental Health	Director	34
	State Department of Public Health	Chief/Director	22
State Associations			
	State Chapters, National Alliance on Mental Illness	Executive Directors	47
	State Chapters, Mental Health America	Executive Directors/Presidents	44
	State Chapters, Brain Injury Association	Director/Executive Director	18
National Guard			
	State Adjutant General	Major General	22
	Chaplaincy	State Chaplains	20
	National Guard Family Programs	Director	41
	National Guard Department of Psychological Health	Director	43
	National Guard Military Life Consultant	Specialist	70
	Yellow Ribbon	Coordinators/Specialist	70
Reserve Component			
	Family Program	Directors	41
	Family Programs	Coordinators/Assistants	356
Other			
	Political Leaders	Senators, Governors, Mayors	37



Email Campaign to Behavioral Health Providers

Bring them the rest of the way home



Objective: The campaign's objective was to improve care given to Service member (and Family member) communication by significantly increasing the number of behavioral health providers who are educated on military culture and the impact of deployment through easy access to free online CEU courses.

Call to Action: The outreach asked behavioral health providers to help "bring them the rest of the way home," by completing FREE, nationally accredited continuing education courses, developed by the Center for Deployment Psychology. The courses carry national accreditations and include: Military Cultural Competence, PTSD Then and Now, The Impact of Deployment and Combat Stress on Families and Children Part 1- Families, Deployment and Children and Part 2- Enhancing Resilience and Traumatic Brain Injury.

THE IED WENT OFF
NEAR KABUL,
but her family felt the pain back

home.

The shock and suffering of war is not only felt on the battlefield. The Families of Service members face unbelievable stresses back home, often with little or no support. Even joyful reunions can turn into painful daily living for Service members and their Families without the proper assistance. But they can get their lives back with your help!

Families of Service members deployed since 9/11 have faced challenges unlike anything before in our country's history. So we're offering a series of online courses such as, "Understanding Military Families and the Deployment Cycle" to help essential professionals like you discover new ways to help them cope and better understand their challenges. Please sign up for one of the FREE online course on treating the invisible wounds of war.

All the courses are FREE, and nationally accredited. Courses are quick and easy to complete, ranging from 1 to 2 hours and 15 minutes in length. Plus, they're available online 24/7 so you can fit one, or all of them, into your busy schedule.

Bring them the rest of the way home.

[Sign up for this important FREE training TODAY!](#)

17 States Participated:
AZ, CA, ID, LA, MA, MN, MT, NC, ND, NE, NV, OR, PA, TN, UT, VA, WI

These states were targeted based on their need for support due to limited access to services as noted by key stakeholders, military leadership and national trends. The following states participated in our 2012 pilot run of the campaign: AL, AR, FL, IL, IN, MI, MS, MO, OK, TX

Sample of Participating Agencies: Dept. of Mental Health, Dept. of Human Services, Dept. of Children and Families, Mental Health Counselors Assn., National Assn. of Social Workers, Division of Alcohol & Drug Abuse & Psychiatric Services

2013 Outcomes*:

Course Enrollment: **26,756**

Course Completions: **8,664**

MADE IT BACK FROM AFGHANISTAN
12 MONTHS AGO.
Still a million miles away from being
home.

Sometimes the wounds of war continue to appear thousands of miles from the battlefield. Service members, their Families and friends struggle to cope with long deployments, multiple deployments and painful reintroductions into everyday life. But you can help them truly come home again!

Service members deployed since 9/11 face challenges unlike any in our country's history. It takes special training to understand the challenges and to help Service members, Veterans and their Families. Please sign up for a FREE online course on treating the invisible wounds of war.

All the courses are FREE and nationally accredited. Courses are quick and easy to complete, ranging from 1 to 2 hours and 15 minutes in length. And they're available online 24/7 so you can fit them into your busy schedule.

FREE Nationally Accredited Online Training when you sign up NOW!

Use Referral Code AOSC12

[Sign-Up NOW!](#)

U.S. ARMY
ARMY OneSource

Bring them the rest of the way home.

[Follow Us](#)

[Sign up for this important FREE training TODAY!](#)



Email Campaign to Bar Association

Support, Counsel, Advocate Attorneys

Email Campaign to Bar Association Attorneys

Objective: Our objective is to bolster state-wide access to military legal assistance services by increasing the number of lawyers offering pro bono and reduced fee services. AOS also offers continuing legal education courses related to military law. The courses are free of charge, accredited in Florida and pending accreditation in Arizona, Maine, Wyoming, Illinois.

Call to Action: This outreach asks attorneys to help protect the legal rights of Service members and their Families by learning about military law and volunteering their time.

Participating States: **AZ, IL, KY, ME, MI, TN, WI, WY**, (In 2012 the Kansas State Bar Association and The Virginia Bar Association participated in our pilot campaign, contributing 149 new volunteer attorneys in those two states.)



WORKED IN UNCERTAIN CONDITIONS IN
KANDAHAR.
Returned home to
find herself out of a **job.**

Servicemembers return home from deployment believing their jobs are waiting for them. For some, the joy of coming home is short lived when they find their employer has replaced them.

After serving their country, their jobs should be waiting.

The Uniformed Services Employment and Reemployment Rights Act (USERRA) prohibits employer discrimination because of military services and protects job rights and benefits for Servicemembers.

Many employers are not aware of these protections.

USERRA provides protection for:

- Military leave of absence
- Pay and benefits
- Job seniority
- Status

Returning Servicemembers careers were not interrupted reasonable efforts to upgrade qualify for the positions the service.

Learn how you can help [Support Our Troops](#)

VBA
The Virginia Bar Association

Outcomes: In the first two weeks of the campaign, **689** attorneys signed-up to support Service members and their Families:

- Arizona: 277
- Wyoming: 60
- Wisconsin: 57
- Maine: 70
- Tennessee: 23
- Kentucky: 150
- Michigan*: 16
- Illinois*: 19

Sign-ups outside the campaign states:
17

*States not utilizing all communications methods



Resources available to Service members and their Families:

- All-in-One Website
- Virtual World
- Financial Readiness Tools
- E-Learning
- Mobile Apps
- Services Locator
- Virtual FRG
- ARMYBook
- Forums / Blogs
- My AOS Page
- Support Channel

Thu Jun 30, 2011 | Login | Live Chat Support | Home Register Help

ARMY OneSource

Search Army OneSource... G

Need Site Support? 1-877-811-ARMY

Family Programs and Services Health Care Soldier and Family Housing Child, Youth and School Services Education, Careers, and Libraries Recreation, Travel and BOSS Communities and Marketplace Community Support

What makes the **ARMY STRONG?** Our Investment in **PEOPLE**

ARMY OneSource Introduces... the Virtual Resiliency Campus in **SECOND LIFE**

ANNOUNCEMENTS

Smartcard Pilot Program Announced The Army is exploring ways to secure personal information. Learn more... Previous 1 2 3 4 5 Next

FEATURED PROGRAMS, LINKS & TOOLS

ACTIVE ARMY LEARN MORE + ARMY RESERVE LEARN MORE + MILITARY SPOUSE EMPLOYMENT PARTNERSHIP JOB BOARD iWATCH ARMY LEARN MORE + EXCEPTIONAL FAMILIES

Become a fan of Army OneSource on Facebook

Accessibility ViewPoints! (Blogs) Contact Us Disclaimer Forum Link to Us Translate this page into English



Social Media Users & Sites



**85% of
Military
Families use
Facebook to
stay
connected
to their
Service
member.****

- Facebook remains the leading social networking site.*
- 71% of Americans use Facebook and 63% of those users visit the site at least once per day.*
- 42% of on-line Americans are using two or more sites.*
- About 16% of Americans use Twitter, with 46% of Twitter users visiting the site once per day.
- 20% of Americans use LinkedIn
- 15% use Pinterest
- 13 % use Instagram.*

* Pew Research Center survey, December 30, 2013

** The 2013 Military Families Lifestyles survey, Bluestar Families; http://bluestarfam.org/Policy/Surveys/Survey_2013



Connecting to Soldiers & Families





How FRGs can use Social Media



- Facebook: Pass information to Army spouses, plan fundraising events, post photos, provide helpful resources while also providing forums for conversation
- Twitter: Distribute resources and information in a quick and timely manner
- Blogs: Provide space for spouses to speak in more detail about their experiences living in an Army home; help create a community of support.
- List of official Army EOPs can be found here:
<http://www.army.mil/media/socialmedia>



Social Media DO's



**The Army's
Social Media
Handbook can
be found here:**
<http://www.arcen.t.army.mil/u-s-army-social-media-handbook>

1. Keep OPSEC and personal privacy a primary concern
 - Review your privacy settings / control access
 - Separate your personal and professional profiles
 - Assume the enemy is reading your posts; posting sensitive information can be detrimental to Soldier safety
 - Remove any location-based information from your posts; ie geotags
 - Follow computer security guidelines
 - Monitor related sites



Social Media DO's



Army's Social Media Checklist:

http://usarmy.v0.llnwd.net/e2/rv5_downloads/socialmedia/Registration_Checklist.pdf

2. Adhere to the Army's standards for external official presences (EOPs)
(aka: social media sites)

- FRGs may establish an EOP in addition to the unit's official page with the approval of their command
- Follow branding guidelines
- Include statement acknowledging this is the "official" page of ...
- Keep content current
- Complete operational security training
- Find complete standards here: <http://dodlive.dod.gov/2013/12/22>



Social Media DO's



3. Keep content fresh, engaging and varied

- Be proactive & engaging
- Stay current on popular topics
- Use effective writing techniques
- Provide good customer service
- Ask what your audience wants
- Respond to comments / questions
- Learn from your critics



Social Media DON'Ts



1. Don't Post Sensitive / Confidential Information

- Don't reveal dates, troop movements, results of operations, etc. that could compromise unit mission and safety of military personnel
- Keep plans, schedules and location data to yourself
- Check images / file names for indicators of location or sensitive information
- Don't post without thinking through any risks associated

OPSEC AND SOCIAL NETWORKING SITES

SOCIAL NETWORKING SITES (SNS), like Facebook® and Twitter®, are software applications that connect people and information in spontaneous, interactive ways. While SNS can be useful and fun, they can provide adversaries, such as terrorists, spies and criminals, with critical information needed to harm you or disrupt your mission. Practicing Operations Security (OPSEC) will help you to recognize your critical information and protect it from an adversary. Here are a few safety tips to get you started.

SAFETY CHECKLIST

Personal Information

Do you:

- Keep sensitive, work-related information OFF your profile?
- Keep your plans, schedules and location data to yourself?
- Protect the names and information of coworkers, friends, and family members?
- Tell friends to be careful when posting photos and information about you and your family?

Posted Data

Before posting, did you:

- Check all photos for indicators in the background or reflective surfaces?
- Check filenames and file tags for sensitive data (your name, organization or other details)?

Passwords

Are they:

- Unique from your other online passwords?
- Sufficiently hard to guess?
- Adequately protected (not shared or given away)?

Settings and Privacy

Did you:

- Carefully look for and set all your privacy and security options?
- Determine both your profile and search visibility?
- Sort "friends" into groups and networks, and set access permissions accordingly?
- Verify through other channels that a "friend" request was actually from your friend?
- Add "untrusted" people to the group with the lowest permissions and access?

Security

Remember to:

- Keep your anti-virus software updated.
- Beware of links, downloads, and attachments just as you would in e-mails.
- Beware of "apps" or plugins, which are often written by unknown third parties who might use them to access your data and friends.
- Look for HTTPS and the lock icon that indicate active transmission security before logging in or entering sensitive data (especially when using wi-fi hotspots).

THINK BEFORE YOU POST! Remember, your information could become public at any time due to hacking, configuration errors, social engineering or the business practice of selling or sharing user data. For more information, visit the Interagency OPSEC Support Staff's website.



Social Media DON'Ts



2. Don't Give Unlimited Access

- Update privacy settings regularly and read privacy policies
- Verify the authenticity of “friend” requests
- Don’t give administrative access to multiple users
- Keep passwords secure and unique

Timeline and Tagging Settings

Who can add things to my timeline?	Who can post on your timeline?	Friends	Edit
	Review posts friends tag you in before they appear on your timeline?	On	Edit
Who can see things on my timeline?	Review what other people see on your timeline		View As
	Who can see posts you've been tagged in on your timeline?	Friends	Edit
How can I manage tags people add and tagging suggestions?	Who can see what others post on your timeline?	Friends	Edit
	Review tags people add to your own posts before the tags appear on Facebook?	On	Edit
	When you're tagged in a post, who do you want to add to the audience if they aren't already in it?	Friends	Edit
	Who sees tag suggestions when photos that look like you are uploaded?	Friends	Edit

For more about Facebook privacy, check out this link: <http://www.facebook.com/help/privacy>

Tweet privacy **Protect my Tweets**

If selected, only those you approve will receive your Tweets. Your future Tweets will not be available publicly. Tweets posted previously may still be publicly visible in some places. [Learn more](#).

For more about the Twitter privacy policy, check out this link: <https://twitter.com/privacy>

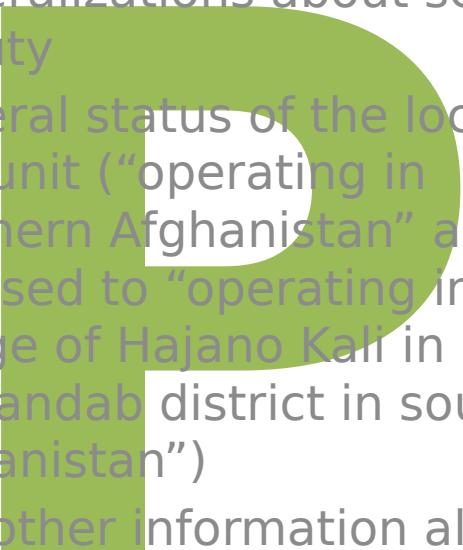


Sample Topics of Discussion



Authorized

- Pride and support for service, units, specialties, and Service member
- Generalizations about service or duty
- General status of the location of a unit ("operating in southern Afghanistan" as opposed to "operating in the village of Hajano Kali in Arghandab district in southern Afghanistan")
- Any other information already in the public domain posted by official sources



Not Authorized

- Descriptions of overseas bases
- Unit morale
- Future operations or plans including deployment dates
- Results of operations
- Discussions of areas frequented by service members overseas
- Daily military activities and capabilities
- Technical information
- Details of weapons systems
- Equipment status
- APO addresses for units



QUESTIONS



Shaunya M. Murrill
Chief, Outreach and Strategic
Integration
IMCOM,G9, Family Programs
Directorate
(210) 792-3449
Shaunya.m.murrill.civ@mail.mil